Community Living BC

Service Plan

2014/15 - 2016/17

COMMUNITY LIVING
BRITISH COLUMBIA

BRITISH
COLUMBIA

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Important Links

2012 - 2013 Annual Report	www.communitylivingbc.ca/wp-content/uploads/CLBCAnnualReport2012-2013.pdf
Community Living Authority Act	www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_04060_01
Glossary of Commonly Used Terms	www.communitylivingbc.ca/wp-content/uploads/SPGlossary2014.pdf
Ministry of Social Development and Social Innovation	www.gov.bc.ca/hsd/
Government Letter of Expectations	www.communitylivingbc.ca/wp-content/uploads/GLE2014-2015.pdf
2012 / 13 – 2014 / 15 Strategic Plan	www.communitylivingbc.ca/policies_and_publications/documents/CLBCStrategicPlan.pdf

Letter from the Board Chair to the Minister Responsible

February 18, 2014

The Honourable Don McRae
Minister
Ministry of Social Development and Social Innovation
Province of British Columbia

Dear Minister McRae,

Denise Turner,
CLBC Board Chair

On behalf of the Community Living British Columbia (CLBC) Board of Directors, I am pleased to present our 2014/15 – 2016/17 Service Plan.

Over the next three years, CLBC is committed to providing high quality sustainable supports to ensure individuals with developmental disabilities and their families have the help they need. In 2014/15, CLBC will do this through a continued focus on our Strategic Plan priorities of enhancing citizenship and participation, alignment with the "One Government" approach, and promoting innovation and resilience. We are enhancing our person-centred response this year to ensure existing supports and services respond appropriately to individuals disability-related needs and build on individual and family capacity.

CLBC's commitment to being transparent, listening to and learning from our community stakeholders is fundamental to this work. We are increasing our efforts to ensure that the voices and priorities of individuals, families, and community council members are reflected in CLBC strategic planning, operational changes and new initiatives. We will continue our work with service providers to explore innovative ways to support service excellence and a sustainable service delivery system. We will also seek opportunities to partner with people and organizations not traditionally associated with the community living sector.

CLBC will continue its collaborative work with the Ministries of Social Development and Social Innovation, Children and Family Development, Health, and Education to improve integration and coordination of services. We participate in the multi-ministry Services to Adults with Developmental Disabilities (STADD) work, and our regional staff are supporting the implementation of the STADD Integrated Service Delivery Model at five early implementation sites. The expectation is that through a more coordinated response, transitioning youth will be better prepared for adult life and aging adults will experience enhanced planning for their changing support and health needs.

CLBC remains committed to delivering personalized, cost effective services to enhance citizenship and community participation. Through our three-year Community Action Employment Plan, we are working with service providers and other stakeholders to increase the number of adults who are working. A review of individualized funding is also underway to develop solutions to increase access to and use of this payment mechanism that leads to more flexible, person-centred supports.

Key to our responsiveness to the people we serve, is CLBC's commitment to self reflection, learning and continuous quality improvement. We will continue to provide timely, appropriate responses to complaints received through our improved complaints resolution process. Concurrently, we will use those experiences to

improve our responses. Our work with the B.C. Representative for Children and Youth (RCY), in relation to her expanded mandate to advocate for young adults eligible for CLBC services, will provide us with valuable information about responding to people's needs. We are increasing our quality assurance capacity which allows us to proactively initiate and respond to formal reviews such as the recent Home Sharing Review. Based on the recommendations from the Review, we will develop a long term plan this year to improve the delivery of home share services for individuals living in these arrangements. We are also proceeding with implementation of *include Me!*, CLBC's Quality of Life initiative. This initiative supports service providers to align their planning and service delivery approaches to help achieve better outcomes for people they serve.

However, increasing and changing demands in a time of global economic uncertainty pose numerous challenges. Demographics, caseload growth, and changing requests for supports and services, particularly from young adults, all increase pressure on CLBC to be responsive to a population with diverse expectations and complex needs. Key risks faced by CLBC include: the challenge of addressing the disability-related needs of a growing population within available resources; our staff's capacity to implement improvements to service delivery while meeting day to day operational requirements; and, service providers limited ability to support change due to resource and capacity pressures of their own.

In the coming year, CLBC must continue to focus on our mandate and the priorities outlined in our Strategic Plan at the same time as we address these challenges. We will continue engaging community stakeholders, including work to identify innovative service approaches that are more responsive and cost effective. We are building staff capacity to implement needed changes through enhanced organization-wide training and thoughtfully timed implementation of new initiatives. CLBC's continuing commitment to enhance information technology and information management capability increases our ability to collect and manage information and to support staff in their daily work. We will also support service providers to find efficiencies which generate savings for them so they are able to participate in key strategic initiatives which result in better outcomes for individuals and their families.

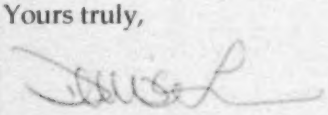
The Board is confident that CLBC with its skilled and committed staff and leadership team, together with our dedicated volunteers and many community and government partners, will achieve the objectives set out in this year's Service Plan.

Accountability Statement

The 2014/15 – 2016/17 CLBC revised Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act* and the BC Reporting Principles. The plan is consistent with government's strategic priorities and fiscal plan. I am accountable for the contents of the plan, including what has been included and how it has been reported.

To the best of our knowledge, significant assumptions, policy decisions, events and identified risks are current and have been considered in preparing this plan. The performance measures are consistent with CLBC's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of CLBC's operating environment, forecast conditions, risk assessment and past performance.

Yours truly,



Denise Turner
Chair, Board of Directors
Community Living British Columbia

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1. Overview of Community Living British Columbia

Community Living British Columbia (CLBC) is a Crown Corporation that funds supports and services which meet the disability-related needs of two groups of eligible individuals and their families in British Columbia:

- Adults diagnosed with a developmental disability
- Adults diagnosed with fetal alcohol spectrum disorder or autism spectrum disorder, and significant limitations in adaptive functioning

This 2014/15 – 2016/17 Service Plan sets out the approach CLBC will use to manage the delivery of supports and services using financial resources that are available in the next three years. The plan details how CLBC will be accountable for its performance by outlining the strategies to achieve its goals and by identifying how progress will be measured. Development of this Service Plan has been guided by:

- CLBC's Board of Directors and Senior Management Team
- CLBC's 2012/13 to 2014/15 Strategic Plan
- Government's Letter of Expectations provided to CLBC by the Minister of Social Development and Social Innovation as the Minister responsible

1.1 Enabling Legislation and Mandate

CLBC's mandate is set out in the *Community Living Authority Act*. The *Act* outlines CLBC's responsibility to develop operational policies, meet relevant standards, and manage funds and services to address the needs of eligible adults. CLBC is accountable to the Legislature through the Ministry of Social Development and Social Innovation which is responsible for funding, establishing and communicating government's mandate, policy and priority direction to CLBC, and overseeing the organization's performance.

1.2 Vision, Mission and Values

CLBC's vision, mission, and values statements were updated during the development of the 2012/13 to 2014/15 Strategic Plan.

1.2.1 Vision

CLBC is a recognized leader in supporting adults with developmental disabilities to live good lives in welcoming communities.

1.2.2 Mission

In partnership with our stakeholders, CLBC facilitates and manages a responsive and sustainable network of supports and services that assists adults with developmental disabilities to be full participants in their communities.

1.2.3 Values

- ***Respect for individuals, families, partners, and staff***
- ***Results matter***
- ***Excellence through innovation and knowledge creation***
- ***Open minds***
- ***Value for money***

1.3 How CLBC Does its Work

CLBC is committed to changing and improving what we do to ensure individuals with developmental disabilities and their families have the support they need, when they need it, to lead full lives. We are a learning organization committed to being transparent and listening to and learning from our community stakeholders. We value the perspectives and concerns of individuals and their families, Community Councils, service providers, and our government and community partners.

CLBC funds supports and services to help adults with developmental disabilities meet their disability-related needs and participate in meaningful ways in the community. In 2014/15, CLBC will spend $773M out of the $827M total expenditures, or 93%, directly on needed supports and services for individuals and their families. A range of residential, employment, community inclusion, and respite services are delivered through contracted service providers or individualized funding agreements.

Recognizing and supporting individual and family capacity to build self-reliance and independence is central to our practice. To enhance this capacity, CLBC contributes to various initiatives with other partners. An example is the CLBC-British Columbia Government Employees Union Scholarship Fund in which individuals eligible for CLBC may receive financial aid for educational opportunities that lead to employment.

1.3.1 Adults Served

As of December 31, 2013, CLBC had open files for 15,735 adults with a developmental disability. The majority of adults receiving services are living in their family home and are being provided a combination of community inclusion services and respite. Of the group of individuals living outside of their family home, 5,703 adults are receiving residential and community inclusion services while 861 adults are living on their own with assistance in activities of daily living and receiving community inclusion services.

Adults diagnosed with fetal alcohol spectrum disorder or autism spectrum disorder, and significant limitations in adaptive functioning, are eligible for CLBC-funded support through the Personalized Supports Initiative (PSI). As of December 31, 2013, 648 adults were eligible for the PSI. Of this group, 106 adults were receiving residential and community inclusion services, 85 adults were living on their own with assistance in activities of daily living and receiving community inclusion services and 457 adults were receiving community inclusion or other CLBC services, such as planning assistance.

1.3.2 Service Delivery

CLBC has three regions (Fraser, Interior and North, Vancouver Island and Vancouver Coastal) which are supported by a corporate office in Vancouver. These regions are broken into 11 Quality Service Areas, served by Quality Service and Community Planning and Development teams. CLBC offices are located across the province in both urban and rural settings. Most offices are staffed with a combination of Quality Service and Community Planning and Development staff.

Facilitators are the core of the Community Planning and Development teams and the main point of contact for individuals and families. Facilitators are responsible for:

- Confirming eligibility
- Assisting individuals and families to develop personal goals and supporting them to build capacity to resolve problems
- Collecting information about disability-related needs and urgency prior to planning
- Providing information to individuals and families about what they can expect when funding becomes available

Facilitators remain involved with any adults who need ongoing service coordination. They act as a link to informal community supports, services that most citizens use, and CLBC-funded services that assist adults to achieve their goals.

Analysts are the main point of contact for service providers. They are part of the Quality Service Team and are responsible for:

- Allocating resources
- Procuring needed services
- Contracting and monitoring service delivery
- Supporting resource development and promoting innovative support options
- Ensuring crisis response capacity in the service areas

Analysts and facilitators play complementary roles in assisting individuals and families to plan supports and to implement funded services together with their service providers.

CLBC also operates the Provincial Assessment Centre (PAC) for people aged 14 and older across B.C. who have a developmental disability and mental health or complex behavioural needs. The PAC is a 10 bed specialized, multi-disciplinary mental health facility in Burnaby that provides in-patient assessment for up to 90 days with a six-month community follow-up.

1.3.3 Formal and Informal Safeguards

The safety of those served is of primary importance to CLBC. Formal CLBC safeguards include standards, monitoring, licensing, and external reviews. As a designated agency under the *Adult Guardianship Act*, CLBC responds to allegations of abuse and neglect. In response to stakeholder feedback, our Complaints Resolution Process has been revised to make it more streamlined and person-centred.

CLBC also promotes the development of informal safeguards to support citizenship and contribution, and address the vulnerabilities that adults with developmental disabilities can experience. Support networks are an intentional safeguarding strategy that has been a major focus since CLBC's inception. The Start with Hi Initiative invites all British Columbians to reach out and make a connection with an adult with a developmental disability. We've also launched www.icanbesafeonline.com, Canada's first website dedicated to educating adults with developmental disabilities and their families on how to use the Internet safely.

1.3.4 Individual, Family and Volunteer Engagement

CLBC recognizes the importance of individuals and families by assigning a senior staff member, the Director of Individual, Family and Volunteer Engagement, to keep their voices and priorities at the heart of our work. The Director liaises with Community Councils and the Provincial Advisory Committee, oversees the work of our Provincial Advisors, and is responsible for implementation of CLBC's *include Me!*, Quality of Life initiative.

CLBC's Aboriginal Advisor, Family Partnership Advisor, and Self-Advocate Advisor act as a two-way communication bridge between the organization and the people we are mandated to serve. The Advisors ensure the voices of individuals, families and volunteers provide input to a wide variety of CLBC initiatives and projects.

1.3.5 include Me!, Quality of Life Initiative

Work is continuing with regional implementation of CLBC's *include Me!*, Quality of Life initiative. Aggregate data is gathered on the personal outcomes of individuals through a survey largely administered by adults with developmental disabilities. The survey data helps service providers identify areas where they can make improvements. When this aggregate data is made available to individuals and families, it can help them make decisions about which services will align best with their quality of life priorities.

1.3.6 Inclusive Employment

Employment is a critical pathway to achieving a good life for many individuals with developmental disabilities. Participation in employment leads to numerous quality of life outcomes, including financial well-being and increased personal development, self-determination, interpersonal relations and social inclusion. In 2008, CLBC established an employment initiative to develop a strategy aimed at increasing employment opportunities for people with developmental disabilities. Building on this work, we released a three year Community Action Employment Plan in March 2013 to further increase the number of job opportunities for adults who wish to work.

1.3.7 Integrated Service Delivery System for Adults with Developmental Disabilities

CLBC is committed to continue its collaborative work with the Ministries of Social Development and Social Innovation, Children and Family Development, Health, and Education to improve integration and coordination of services to adults we jointly support. This commitment is reflected in CLBC's active participation with the multi-ministry Services to Adults with Developmental Disabilities (STADD) initiative that was developed in response to recommendations outlined in the Deputy Minister's report, *Improving Services to People with Developmental Disabilities*, released in January 2012.

Implementation of the STADD Integrated Service Delivery Model for adults with developmental disabilities is currently being carried out at five Early Implementation Sites. This model will introduce the role of a Navigator and coordinate a more consistent use of assessment information across the different partner organizations. Through an improved coordinated response, transitioning youth will be better prepared for adult life and aging adults will experience enhanced planning for their changing support and health needs.

1.4 Community Involvement

CLBC's community engagement practices help develop strong relationships in B.C.'s communities. Together, CLBC and community members representing a wide range of groups and organizations create opportunities for adults with developmental disabilities to participate in all facets of community life and to develop friendships. We achieve meaningful engagement with communities in the following ways:

1.4.1 Community Councils and Provincial Advisory Committee to the Board

As an extension of CLBC, thirteen Community Councils work with a wide range of community partners to create welcoming communities which support full participation of adults in community life. They also provide feedback on CLBC-sponsored projects and initiatives. Council membership includes adults with developmental disabilities, family members, service providers and citizens from all walks of life. Work is currently underway to improve the working relationship between Community Councils and CLBC, the focus of a recent Community Council Task Force report, *Strengthening Community Councils*. This will support Community Councils' longer-term sustainability and maximize the value they bring to CLBC and the people it serves.

The *Community Living Authority Act* requires CLBC to establish a Provincial Advisory Committee to CLBC's Board of Directors. This Committee consists of an adult with a developmental disability or a family member from each of the Community Councils. As a link between communities and the Board, the Provincial Advisory Committee ensures two-way communication between Community Councils and the Board and recommends improvements to policy and practice for Board and staff consideration.

1.4.2 Communicating with Stakeholders

CLBC communicates with stakeholders including adults with developmental disabilities, family members and service providers about issues of mutual interest through newsletters, Facebook, Twitter, website updates and targeted focus groups. Input on important policy and practice issues is gathered by using forums and working groups. For example, we obtained input from more than 700 people through community conversations, one-to-one interviews, and an on-line survey in developing our three-year Community Action Employment Plan.

CLBC Board meetings are open to the public and Board minutes and the annual meeting schedule are posted on CLBC's website. Community stakeholders are able to ask questions and make presentations at the meetings. The Board also meets with Community Council members, holds regular "Listen and Learn" sessions with various groups interested in CLBC's work, and hosts community receptions where members from the community and Board members can interact.

1.4.3 Consumer Satisfaction

An independent contractor conducts an annual satisfaction survey for CLBC with 1,200 individuals and those who support them. Results are used by CLBC to address areas for improvement. Four survey questions are included as performance measures in this Service Plan. Management consults external experts to ensure the survey design is appropriate and results are accurate.

1.5 Why CLBC's Work Is Important

CLBC and its extensive network of contracted service providers provide a wide range of supports and services which help adults with developmental disabilities, along with their families and communities, in a number of important ways, including:

- Supporting adults to participate in community life and play important roles as citizens, such as employee, friend, and neighbour
- Meeting the disability-related needs of adults with developmental disabilities
- Helping families remain together
- Enhancing safeguards for adults in collaboration with families and community partners

2. Strategic Context

Increasing and changing demands for services in a time of global economic uncertainty present CLBC with challenges. Demographic factors and caseload growth drive demand for CLBC services. The growth and type of services requested, in particular from young adults, is changing. This is creating additional pressure on CLBC to be responsive to a diverse population with a range of expectations and needs. CLBC must address these pressures to successfully mitigate risks they pose to achieving its mandate. Many other jurisdictions providing similar services to those funded by CLBC are also experiencing these challenges.

2.1 Demographic Factors Influencing Service Demand

Demographic pressures such as extended life expectancy of adults with developmental disabilities as a result of advances in health care drive demand for CLBC services. The following factors are specific to the developmental disability population CLBC serves. The level and mix of service demand for adults with fetal alcohol spectrum disorder or autism spectrum disorder, and significant limitations in adaptive functioning that are served through the Personalized Supports Initiative continues to be defined.

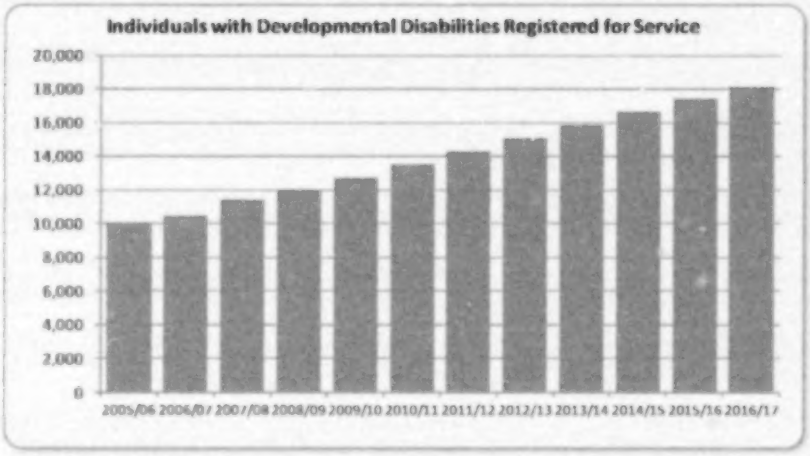
- **Increasing population served** – Health services and advances in health care technology extend life expectancy of adults with developmental disabilities. As a result, the overall population served by CLBC is increasing.
- **Youth turning 19** –Youth and young adults want employment support, friends, and a place of their own. They want services that will assist them to have meaningful involvement in their community. This is a reflection of the increased inclusion they have experienced within education and other services for children and youth. These expectations are different from older adults who have typically used traditional day programs and want to remain with their existing services.
- **Increased service requirements with age** – As adults age, they may need to access more supports to live in the community, or they may need residential services.
- **Earlier onset of age-related needs** – In the next five years, CLBC's 45-64 age group is projected to increase by 12%. The onset of health and capacity issues becomes evident earlier for some adults served by CLBC; for example, adults with Down syndrome may experience early onset of age-related dementia.
- **Increasing age of family caregivers** – The capacity to cope with adults living at home diminishes as family caregivers grow older. The result is an increasing number of adults requiring support, some of whom have never had prior contact with CLBC.

2.2 Anticipated Caseload Growth

2.2.1 Developmental Disabilities

It is projected that approximately 15,870 adults with developmental disabilities will be registered with CLBC by March 31, 2014. This figure represents a growth of 5.4% in the present fiscal year and a 32.1% growth rate since 2009.

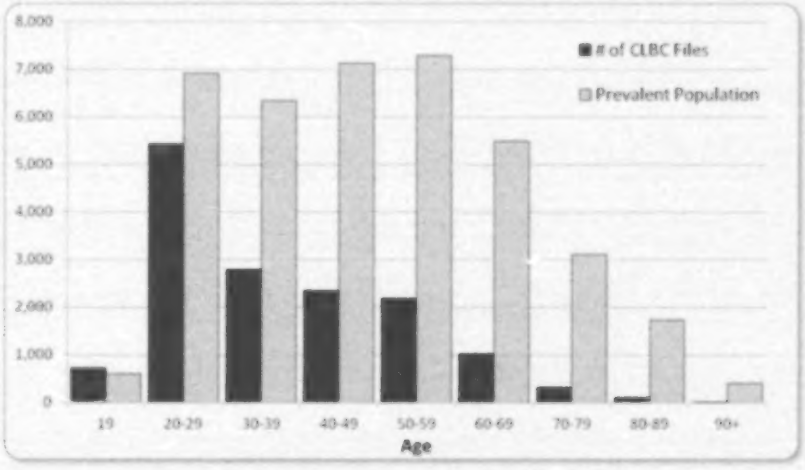
As illustrated by the graph on the right, the annual rate of growth is expected to decline only slightly over the next several years.



The table below presents the age distribution of adults served by CLBC, compared with the estimated prevalence rate (1.05%) of adults with developmental disabilities within B.C.'s general population. This estimated prevalence rate is based on an internationally accepted definition of developmental disability used by the World Health Organization. As indicated, with the exception of youth turning 19, all age groups of adults served by CLBC is lower than the estimated number of adults with developmental disabilities; affirming the probability that CLBC's caseload will continue to grow.

Youth turning 19 represent the highest increased service demand. In 2013/14, an estimate of 697 youth turning 19 will have requested CLBC services. This number equates to 1.23% of the provincial population of 19 year-olds (compared to 1.19% in 2012/13 and 1.13% in 2011/12) and exceeds the 1.05% estimated prevalence rate. The number of youth turning 19 projected to register with CLBC for 2014/15 to 2016/17 is 1.18% of the provincial population reflecting the upward trend. The growth in this population is a significant cost driver for CLBC.

Many older, potentially eligible adults may live independently or be supported by their family without receiving services from CLBC. As these individuals and their family caregivers grow older, many can be expected to require services. As seen in the table below, the caseload growth due to new adults over age 19 registering with CLBC is forecasted to be 300 in 2013/14 and the next three years. This is equivalent to the average number over the last four years.



Individuals with Developmental Disabilities Registered for Service

	Actual				Forecast	Projections		
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Individuals Eligible at year end	**12,715**	**13,481**	**14,241**	**15,055**	**15,872**	**16,652**	**17,414**	**18,157**
% Increase in the year	*5.8%*	*6.0%*	*5.6%*	*5.7%*	*5.4%*	*4.9%*	*4.6%*	*4.3%*
Change in Eligible Individuals								
# Children Turning 19	577	631	662	694	697	660	642	623
# New "older" adults registered	303	279	302	309	300	300	300	300
Total New Eligible Adults	**880**	**910**	**964**	**1,003**	**997**	**960**	**942**	**923**
Less: Discharges	(180)	(144)	(204)	(189)	(180)	(180)	(180)	(180)
Net change in Individuals	**700**	**766**	**760**	**814**	**817**	**780**	**762**	**743**

2.2.2 Personalized Supports Initiative

A steady growth in annual expenditures is anticipated as the number of adults eligible for the Personalized Supports Initiative increases. As this is a relatively new group of individuals that CLBC started serving in 2010, we are monitoring eligibility applications and service responses to inform future caseload forecasting and program planning. As of December 31, 2013 a total of 648 eligible adults were registered with CLBC and as can be seen in the following table, that number is anticipated to increase to 690 by March 31, 2014. Indications are that the steady growth experienced to date will continue into future years.

Individuals Eligible for PSI – Registered for Service

	Actual				Forecast	Projections		
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Individuals Eligible at year end	**20**	**169**	**341**	**513**	**690**	**872**	**1,058**	**1,248**
Change in Eligible Individuals								
# Children Turning 19	7	62	78	94	95	100	105	110
# New "older" adults registered	13	87	95	78	85	85	85	85
Total New Eligible Adults	**20**	**149**	**173**	**172**	**180**	**185**	**190**	**195**
Less: Discharges	0	0	(1)	0	(3)	(3)	(4)	(5)
Net change in Individuals	**20**	**149**	**172**	**172**	**177**	**182**	**186**	**190**

2.3 Key Strategic Risks

CLBC employs an enterprise risk management approach that includes identifying, evaluating, and mitigating key risks associated with CLBC's strategic directions and operations. The table on the following pages provides an overview of the significant risks and opportunities that CLBC will face in the coming year and the actions that are planned or underway to address them. Many of the planned actions are responses to the recommendations of the Deputy Minister's *Improving services to People with Developmental Disabilities* report.

RISKS / OPPORTUNITIES	ACTIONS
Service System Responsiveness and Sustainability	
Risk ♦ Service demand is increasing at the same time government faces significant fiscal challenges. The ability of CLBC and government could be challenged to address adults' disability-related needs within available resources. This means that: ▪ Some individuals and families who require supports and services will not be served ▪ The risk to some individuals may increase and stakeholder confidence in CLBC could decrease ▪ CLBC may be challenged to respond to the needs of transitioning youth and younger families in more person-centred, flexible ways, while also reassuring older individuals and families their supports and services will remain in place	♦ Commitment to maintain CLBC funded services currently provided to individuals and their families ♦ Commitment to provide a minimum of $2,800 annually to transitioning youth to purchase respite or another preferred service ♦ Continue to implement a three-year Community Action Employment Plan that will support individuals who want to find employment ♦ Utilize Service Plan targets to increase use of individualized funding (IF) and direct payments to support the creation of more personalized, cost effective services (Page 17) ♦ Increase capacity across the community living sector through promotion of innovative initiatives and better integration of government programs with community, and philanthropic and business sector initiatives and programs ♦ Support government's Integrated Service Delivery Model through participation in the STADD Early Implementation Sites that focus on transitioning youth and older adults
Opportunity Stakeholders and CLBC have an opportunity to work together to identify new approaches for providing services that are more responsive, cost effective, and sustainable. This opportunity includes enhancing employment opportunities.	
Staff Capacity	
Risk ♦ Changes to CLBC's policies, practices, business processes and management information systems are ongoing. This means that: ▪ Required changes challenge staff to meet day to day operational requirements while learning new skills and practices to support these changes ▪ Increasing demands on managers and staff may erode managers' ability to support staff and manage effectively ▪ Stakeholders may lose confidence in CLBC's ability to respond to the needs of individuals and families in timely and responsive ways while infrastructure changes that are foundational to a sustainable service delivery system are taking place	♦ Continue with implementation of CLBC's Project Management Office, which will work to mitigate workload challenges for staff by limiting and strategically scheduling initiative implementation ♦ Ensure communication is provided to staff about the scope and timing of changes, particularly to field staff via regional leadership teams ♦ CLBC's Learning Centre will continue to deliver training in coordination with the Project Management Office to support implementation of new initiatives ♦ Increase staff engagement in the development and implementation of new initiatives, including policies
Opportunity The continued implementation of these operational actions will support staff to have increased capacity to meet the objectives set out in CLBC's 2014/15 to 2016/17 three-year Strategic Plan.	

RISKS / OPPORTUNITIES	ACTIONS
Stakeholder Support	
Risk • In the current fiscal environment, some stakeholders may resist exploring new service delivery approaches that challenge conventional thinking and practice. An inability to effectively engage with stakeholders about changes in the community living sector could increase existing sector tensions and resistance • Availability of resources to achieve Strategic Plan objectives linked to increased employment and citizenship opportunities could undermine stakeholder's confidence in CLBC's ability to achieve its mission and vision • Increasing cost pressures on service providers could delay implementation of CLBC's key strategic initiatives	• Continue dialogue with stakeholders about significant Strategic Plan objectives, CLBC's policy direction and obtain their input before making operational changes • Seek strategic partnerships to support sector innovation • Continue to consult with stakeholders as part of the Services to Adults with Developmental Disabilities (STADD) Steering Committee work plan • Work with service providers to find efficiencies which generate savings for them so that they are able to participate in key strategic initiatives
Opportunity CLBC's three-year Strategic Plan articulates a commitment to address adults' participation, employment and citizenship aspirations. These goals, which the community living sector shares, present an opportunity for CLBC to listen and learn from its stakeholders to improve service delivery and work with one another more collaboratively.	

2.4 Operational Capacity - Responding to Strategic Context Challenges

CLBC's capacity to address strategic risks and to maximize opportunities is based on its organizational strengths. Central to its strengths are a strong commitment to work with community living sector stakeholders, the skill and commitment of CLBC staff, its continuous quality improvement culture, and its focus on innovation to achieve a sustainable service delivery system. These strengths are reflected in the mitigating actions identified in the table above.

2.4.1 Commitment to community living stakeholders

CLBC listens and learns through ongoing dialogue with individuals, families, community members, service providers, and government and community partners about operational changes, policy direction and new initiatives. We engage in formal and informal processes with other stakeholders such as community forums, steering or advisory committees, community councils, and recurrent stakeholder meetings, for example, with the BC CEO Network. These processes occur at the local, regional and provincial levels.

CLBC's Commitment Document will outline how we engage with the individuals and families that we serve. It signals an organization-wide commitment to work collaboratively with each other, our government partners and those in BC's diverse communities.

2.4.2 Skill and commitment of CLBC staff

CLBC staff enhance operational capacity through their engagement in a workplace that strives to empower all staff, supports teamwork, encourages innovation, emphasizes open communication, promotes stakeholder involvement, removes barriers to inclusion, and ensures continuous quality improvement. CLBC staff are encouraged to share their knowledge and experience through their engagement in policy development and service delivery system change.

CLBC supports staff to achieve a high standard of performance through its commitment to an open learning environment and strategic, measured implementation of new initiatives and policy changes. We have increased our capacity to provide organization-wide training through CLBC's Learning Centre and manage the implementation of new processes through CLBC's Project Management Office to ensure staff have a clear understanding of what the new processes are and how they link with other CLBC practices.

2.4.3 Continuous Quality Improvement

CLBC is responsive to the needs of the people we support through a culture of continuous quality improvement. The complaints resolution process is person-centred and easier to access than in past. Quality Assurance Practice Consultants now work in each region. CLBC initiates and responds to internal reviews such as the recent *Home Share Service Review* which outlines recommendations on how to improve the delivery of home share services for individuals living in home share arrangements. We also carry out research projects to inform program development. For example, a Personalized Supports Initiative action research project was completed in 2013. Research is currently under way to explore options to improve individualized funding and increase its use.

2.4.4 Innovation

CLBC is continually exploring innovative ways to respond to the diverse needs of adults within a sustainable service delivery system through initiatives and stakeholder input. Our Community Action Employment Program seeks to increase the number of people with developmental disabilities engaged in meaningful employment. Individualized funding offers individuals and families the opportunity to create service options that are more flexible and individualized. *includeMe!*, www.icanbesafeonline.com , Start with Hi , and Individual and Family Preference in Procurement are examples of other innovative CLBC initiatives developed to increase the quality of life for individuals.

2.4.5 Retaining Current Operational Capacity

Despite these organizational strengths, CLBC will continue to be challenged to meet growing demand for supports and services within its current service delivery model. Our challenge is to ensure we address the increasing and changing needs of individuals by providing the right services in a timely way. In the next year, CLBC plans to:

- Enhance our person-centred response to ensure supports and services respond appropriately to individuals' changing disability-related needs and build on individual and family capacity.
- Review its organizational structure to determine whether additional changes are required. This will identify the resources required to comply with government's policy and practice expectations.
- Develop a strategic Human Resources plan to better align CLBC with its vision, mission, and values and quality of life outcomes. Succession planning for critical roles is in progress.
- Continue to improve CLBC's information technology and information management capability to support staff in their daily work and enhance our ability to collect and manage information.

3. Goals, Strategies, Performance Measures, and Targets

Over the next year, CLBC will re-examine its goals, performance measures, strategies, and targets with the Ministry of Social Development and Social Innovation to ensure we continue to align all staff, operations, and service delivery processes with our person-centred approach. Goals and performance measures for the 2014/15 – 2016/17 CLBC Service Plan are set out in the table below.

Goal 1 - SERVICE EXCELLENCE	Goal 2 - ORGANIZATIONAL RESPONSIVENESS	Goal 3 - OPERATIONAL EFFICIENCY
Adults with developmental disabilities access high quality, responsive supports and services to help them meet their needs and participate as full citizens.	**CLBC is a best practice employer whose staff work effectively with local, regional and provincial partners to implement innovative and inclusive supports and services.**	**Supports and services needed by adults with developmental disabilities and their families are provided in a cost-effective and equitable manner.**
Performance Measures		
• Percentage of individuals and families who feel well supported by their service providers • Number of individuals and families who purchase supports and services using individualized funding • Number of families who receive direct payments for respite	• Percentage of individuals and families who feel their concerns were listened to • Percentage of individuals and families who feel their concerns were addressed in a timely manner • Percentage of individuals and families who feel they were provided with useful referrals and resources	• Percentage of annual funding used for direct services • Percentage of adults who choose to receive smaller, individualized living arrangements

The goals, strategies, performance measures and targets below signify critical aspects of CLBC's performance. They establish a balance between significant financial and non-financial activities and will help CLBC achieve its mandate and the direction set by government. CLBC will report results in its 2014/15 Annual Report.

3.1 Goal 1 – Service Excellence

Part of CLBC's mandate includes promoting choice and innovation in how needed supports and services are delivered, and assisting adults to achieve maximum independence while living full lives in their communities. Supports and services that are individualized and responsive are critical.

Service excellence speaks to the capacity and effectiveness of the service delivery system in responding to the disability-related needs and citizenship goals of adults with developmental disabilities.

Performance Measures

CLBC has three performance measures that reflect its ability to provide high quality supports and services at a sustainable cost. The first measure is the *Percentage of adults and their families who feel well supported by their service providers.*

The data source for this measure is the annual consumer satisfaction survey.

Increased satisfaction levels are a measure of service quality (as perceived by individuals and families) and of the service delivery system's capacity to enable people to achieve their personal goals and live as full citizens in their communities.

Supporting individuals and their families to make choices that help them meet their disability-related needs is a foundational piece of CLBC's approach. Research demonstrates that individualized funding and direct payments can help individuals to secure more person-centred, responsive options because the individual plays a much greater role in determining how personal needs are best met when compared to traditional approaches.

These payment mechanisms can also reduce administrative costs. The net effect is that the same, or similar supports and services, can be delivered more cost-effectively with better results.

Two performance measures that reflect these outcomes are:

- *Number of individuals and families who purchase supports and services using individualized funding*
- *Number of families who receive direct payments for respite*

Strategies to achieve service excellence

- Place individuals and families at the centre of decision-making
- Continue to shift CLBC's culture to ensure all staff, operations, and service delivery processes are aligned to provide a consistent person-centred response to individuals and families and to support continuous quality improvement
- Within available funds, encourage individuals and/or their family to take an active role in expressing preference for the service provider that best meets their needs through CLBC's Individual and Family Preference for Procurement process
- Develop solutions to increase access to and use of individualized funding
- Continue to implement CLBC's *includeMe!* initiative and encourage service providers to align their planning processes and service delivery approaches to help achieve better quality of life outcomes for those they serve
- Partner with community living stakeholders to increase the employment rate of adults

PERFORMANCE MEASURES	2012/13 Actual	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
1. Percentage of individuals and families who feel well supported by their service providers	74%	77%	78%	80%	82%
2. Number of individuals and families who purchase supports and services using individualized funding	393	468	500	575	650
3. Number of families who receive direct payments for respite	1,374	1,561	1,750	1,950	2150

Targets

The 2013/14 forecast of 77% for the performance measure, *Percentage of people and families who feel well supported by their service providers,* is higher than last year's Service Plan expected target of 76% for 2013/14. This could be due to a number of factors. Most notably, contracted service providers are increasingly responding to the diverse needs of individuals with flexible, individualized services. CLBC continues to work with service providers to identify strategies to achieve the targets set for this measure. Accreditation, clear contractual expectations with service providers, and a monitoring framework that includes the assessment of personal outcomes support efforts to provide high quality services.

CLBC has also worked hard over the last year to increase communication to individuals, families and service providers to help them understand service delivery issues. Survey respondents' perceptions of CLBC and service delivery are influenced by transparency about service delivery issues and how it affects them.

CLBC's goal is to continue to work with service providers to achieve a target of 82% by 2016/17.

Direct payments for respite and individualized funding are important to CLBC's management of the service delivery system. The 2013/14 forecast for direct payments (1,561) is higher than the achieved result (1,374) in 2012/13 and consistent with last year's Service Plan expected target for 2013/14 (1,575). This is due, in part, to CLBC's continued commitment to address the needs of transitioning youth.

The 2013/14 forecast for individualized funding (468) is higher than the achieved result (393) in 2012/13 and last year's Service Plan expected target (440). The difference between last year's expected target for 2013/14 and this year's higher forecast may be because the target was too low. The target was lowered last year due to funding availability, lack of awareness by individuals and families of the advantage these payment options offer, and challenges associated with converting existing services to individualized funding. Our current review of individualized funding is exploring solutions on how to increase access to and use of individualized funding. The forecast for 2013/14 reflects a steady but slow increase to individuals and their families accessing this option.

CLBC will continue to promote the use of these payment mechanisms in view of their benefits. The targets for the next three years reflect CLBC's expected operating environment.

Data sources for individualized funding and direct payment are the PARIS service delivery information management system and CLBC's accounting systems. Regular data quality audits are conducted on key components of the PARIS service delivery information management system. Accounting systems are subject to internal and external audit processes.

3.2 Goal 2 – Organizational Responsiveness

CLBC develops and funds services which help address an individual's current disability-related needs. The goal is to balance the use of funded supports and services with those that are used by all citizens. CLBC also monitors contracted services to ensure that they are delivered in an appropriate, cost effective manner.

This requires CLBC to be an employer whose staff are knowledgeable and accountable. They must work effectively with local, regional and provincial partners to implement innovative services that promote community inclusion and employment opportunities.

Flexibility and responsiveness in the face of individuals' and families' changing needs and circumstances is critical. Organizational responsiveness reflects how effectively CLBC supports community living programs and objectives.

Performance Measures

As well as funding supports and services, CLBC staff helps individuals and families determine how their needs can be met in other ways; for example, by using services that most community members do, like public transportation or recreation centres. Regardless of the outcome for individuals or families, all staff, particularly facilitators and analysts, must be able to respond to those served in timely and helpful ways.

Three performance measures that reflect CLBC's organizational responsiveness are:

- *Percentage of individuals and families who feel their concerns were listened to*
- *Percentage of individuals and families who feel their concerns were addressed in a timely manner*
- *Percentage of individuals and families who feel they were provided with useful referrals and resources*

Strategies to achieve organizational responsiveness

- Continue to track, learn from, and report on complaints received through CLBC's Complaints Resolution Process to ensure individuals and family receive a timely and adequate response to their concerns
- Work in collaboration with other government partners to improve coordination of services for adults with developmental disabilities across the lifespan
- Make ongoing technology enhancements and upgrades to increase capacity and meet operational requirements
- Build community capacity by partnering with stakeholders where appropriate

PERFORMANCE MEASURES	2012/13 Actual	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/17 Target
1. Percentage of individuals and families who feel their concerns were listened to	74%	75%	78%	80%	82%
2. Percentage of individuals and families who feel their concerns were addressed in a timely manner	70%	70%	70%	72%	74%
3. Percentage of individuals and families who feel they were provided with useful referrals and resources	68%	69%	70%	72%	74%

Targets

The 2013/14 forecast for each performance measure is similar to the achieved results for 2012/13 and slightly less than last year's Service Plan expected targets for 2013/14 (76%; 72%; 70%, respectively). This is possibly due to a combination of factors.

Individuals with developmental disabilities and family members continue to be somewhat anxious about obtaining needed supports and services at a time when CLBC has struggled to meet growing and changing demands. This situation has had an adverse impact on how CLBC has been viewed. CLBC has made efforts to address this situation through modest funding increases and by ensuring adults and families receive information early about the type of services they can expect and when to expect they will be provided. CLBC's more streamlined Complaints Resolution Process offers individuals and families an enhanced person-centred response to their concerns.

While targets for these measures reflect CLBC's expected operating environment, CLBC is committed to achieving a target of 80% for the first performance measure in 2015/16 (*Percentage of individuals and families who feel their concerns were listened to).* As the other two measures can be influenced more by external factors such as budget availability, CLBC's targets for 2014/15 have been changed to 70%. The data source for all three performance measures is the annual consumer satisfaction survey.

3.3 Goal 3 – Operational Efficiency

CLBC is committed to meeting the needs of individuals and their families served by ensuring as much funding as possible goes to delivering high quality, sustainable supports and services. Operational efficiency speaks to CLBC's overall effectiveness in allocating and managing its financial resources.

Performance Measures

CLBC allocated 93% of its 2013/14 budget for direct services for individuals and their families. The remaining budget funds CLBC field operations and headquarters to deliver those services across B.C. The overall efficiency of CLBC in managing the service delivery system is reflected by the performance measure, *Percentage of annual funding used for direct services.*

Residential services represent about 60% of CLBC's adult contracted service expenditures. Historically, funding has focused on 24-hour staffed group homes that support four to five individuals. While staffed residential resources (group homes) will continue to be an option for individuals who require more intensive support, in the last few years people have increasingly chosen more person-centred options, such as shared living (home sharing or live-in support) or supported living (outreach support or cluster living). As of December 31st, a total of 6,564 adults with a developmental disability were served with residential services; 37% in staffed residential settings and 63% in shared living or supported living settings.

In these more person-centred, individualized models where a paid caregiver plays a support role, family members, friends and neighbours often play natural support roles which enhance quality of life. Choice of these residential options is based on meeting adults' disability-related needs. A key indicator of cost effectiveness is the *Percentage of adults who choose to receive smaller, individualized living arrangements* (where no more than two people live together).

Strategies to achieve operational efficiency

- Allocate funding to the 11 Quality Service Areas based on demographic and regional factors
- Use the Guide to Support Allocation to consistently measure the level of disability-related need for individuals and ensure appropriately funded responses
- Link implementation of the contract management system to the PARIS service delivery management system to inform budget priority setting and support organizational planning and decision making to ensure cost-efficient and appropriate services at the highest standard

- Continue to explore ways to involve new partners to leverage available financial resources to create new approaches to innovative and sustainable service delivery

PERFORMANCE MEASURES	2012/13 Actual	2013/14 Forecast	2014/15 Target	2015/16 Target	2016/7 Target
1. Percentage of annual funding used for direct service delivery	93%	93%	93%	93%	93%
2. Percentage of adults who choose to receive smaller, individualized living arrangements	63%	63%	64%	65%	66%

Targets

CLBC is forecasted to achieve a 93% expenditure rate on direct services in 2013/14 and is committed to achieving this rate during this three-year Service Plan. The data source for this performance measure, *Percentage of annual funding used for direct service delivery*, is CLBC's corporate accounting system, which is subject to internal and external audit processes.

In 2013/14, CLBC is expected to exceed last year's Service Plan expected target of 62% for the performance measure, *Percentage of adults who choose to receive smaller, individualized living arrangements*. A baseline of 58% was established in 2009/10 for this measure. Targets will continue to reflect conservative estimates (1% each year). This will enable CLBC to continue to develop and refine the additional capacity necessary to support these more cost-effective, individualized residential services while ensuring stability for individuals already being served in more traditional residential services.

The data source for this measure is the PARIS service delivery management information system; data is validated through a semi-annual confirmation with service providers of all residential services.

3.4 Benchmarking

Benchmarks are used to evaluate and improve performance, allowing for an objective comparison of performance to other organizations. CLBC has continued to partner in annual discussions with Directors of provincial and territorial community living service systems to explore potential mechanisms for cross-jurisdictional comparisons. However, efforts in this area have been hampered by a lack of available comparative data. This is due to such factors as:

- Jurisdictions often define services and outcomes differently
- Populations served can differ somewhat
- Funding mechanisms vary
- Differences exist between institutional and community services
- Organizational mandates and staff roles are not always directly comparable

The *include me!* Quality of Life outcome measurement framework provides an opportunity to measure personal outcomes and possibly to develop national benchmarks (Alberta also uses this approach). A multi-year implementation plan is underway to measure quality of life outcomes, through the *includeMe!* initiative for adults across B.C. that access CLBC-funded supports and services. Data will be used by service providers to enhance their continuous quality improvement strategies, and by CLBC to inform its policy and practice direction.

4. 2014 - 15 Government Letter of Expectations

Government provides annual direction to CLBC in a Government Letter of Expectations (GLE) which is an agreement on the parties' respective accountabilities, roles, and responsibilities. The GLE also confirms CLBC's mandate and priority actions, and articulates key performance expectations documented in the Shareholder's Expectations for British Columbia Crown Agencies. The GLE forms the basis for the development of CLBC's Service Plan and Annual Service Plan Report. It is reviewed annually and updated as required.

Government's key directions and the specific actions CLBC is taking to align with these directions are summarized in the table on the following pages.

DIRECTION	CLBC ALIGNMENT
Maintain current involvement and active partnership related to the implementation of the new Services to Adults with Developmental Disabilities (STADD) Integrated Service Delivery Model.	CLBC continues to participate on the multi-ministry STADD Steering Committee which is mandated to implement a "one government" approach to service delivery. Local CLBC staff in each of the Early Implementation Sites (EIS) will participate in training and community orientation on the model and actively support its implementation and refinement as part of a local cross-government/organization team. EIS will provide opportunities for CLBC and its partner organizations to jointly improve service coordination, role clarity and efficiency through streamlined processes. CLBC and the Ministry of Health are developing a three year action plan that outlines how collaboration will occur between the two organizations and other stakeholders to address the needs of older adults and their families. It prioritizes early planning, a needs based approach to collaborative service delivery, and forecasting of future demand for services. Implementation of the action plan will require the continued guidance of STADD.
Continue to address key recommendations from the Ministry of Finance Internal Audit report.	CLBC is working with SDSI to finalize and implement the Accountability and Performance Framework which identifies government's expectations of CLBC for deliverables and expected outcomes including changes in service delivery. As part of its commitment to shared responsibility for transitioning youth, CLBC will continue to be an active participant with SDSI, MCFD and other agencies in implementing the Cross-Ministry Transition Planning Protocol. CLBC is working collaboratively with the BC's Representative for Children and Youth (RCY) to ensure the RCY's office is fully supported in their new expanded mandate to advocate for young adults eligible for CLBC services as outlined in the *Protocol between the RCY and CLBC: Advocacy for Young Adults*. Changes to CLBC's information management system and business processes are being implemented to provide accurate reporting of current and future service needs, associated urgency, required funding and when the requested services are provided.

DIRECTION	CLBC ALIGNMENT
Work with SDSI and MCFD to ensure that information, including financial updates and caseload data, is shared in a timely and effective manner between CLBC and government.	CLBC will continue to provide financial updates and caseload data to SDSI through meetings and reports. Multi-year caseload pressure estimates are also provided as requested. CLBC will continue to work with MCFD to ensure caseload information about transitioning youth is provided to CLBC on a semi-annual basis to support budget planning for adult services, as outlined in the *Services for Transitioning Youth MCFD-CLBC Operating Agreement* (2009).
Work with SDSI to develop services consistent with the annual service funding agreement that continues to realize service efficiencies and address priority requests for service including a) increasing transparency regarding service requests and b) ensuring moves from staffed residential facilities only take place if there is agreement from family members and the individual that the new care option is preferable.	CLBC is taking steps to increase transparency about timeliness of service access and the degree of need or urgency associated with service requests. As CLBC staff gather information on disability-related needs and urgency prior to planning, individuals and families are provided information much earlier about what type of services they can expect and whether they can expect services to be provided. CLBC is committed to delivering innovative, cost effective services to realize service efficiencies. CLBC's goal is to increase opportunities for employment through its Community Action Employment Plan. A review of individualized funding (IF) is underway to increase accessibility to and use of IF to enable individuals and families to create new innovative services. CLBC continues to provide direction to staff that moves from residential facilities can only take place with individual and family agreement. Moves without such an agreement must be limited to specific situations referenced in the November 2nd, 2011 *CLBC Interim Report* only upon the consideration of all other alternatives and after engaging in consultation and careful preparation for such a move.
Explore opportunities with Ministry of Health, regional Health Authorities and SDSI to clarify health costs for individuals with developmental disabilities supported by CLBC.	CLBC is participating on a working group with Ministry of Health, Health Authorities (HA), and SDSI to ensure people with developmental disabilities receive timely, comprehensive and coordinated health care services and supports particularly when there is an assumption that CLBC and a HA will both contribute to funding. This work will include a mutual refinement of the *Guidelines for Collaborative Service Delivery for Adults with Developmental Disabilities*. The working group will provide a project status update to the STADD steering committee on a regular basis.
Explore opportunities with SDSI to enable individuals with developmental disabilities to be better served by the Employment Program of British Columbia (EPBC).	As one of the deliverables of CLBC's Community Action Employment Plan (CAEP), CLBC is working with the Employment Program of BC and each organization/program's respective service providers and through a provincial working group to improve coordination, provide a seamless experience for individuals and their families, and increase employment outcomes. CLBC has begun research to evaluate emergent innovative practices that promote a seamless job seeker experience and effective achievement of employment outcomes. The research incorporates discussions with SDSI and other stakeholders. Through the development and rollout of local employment plans in the three pilot CAEP areas, CLBC will be collaborating with other partners to identify and disseminate best practices for ensuring transitioning youth and older adults gain access to EPBC and CLBC employment services.

DIRECTION	CLBC ALIGNMENT
Action planned on climate change and carbon neutrality.	CLBC contributes to government's climate change adaptation agenda in a number of important ways. A Go Green Committee monitors implementation of a climate action work plan. Go Green staff leads in field offices encourage environmentally friendly, sustainable work practices.

5. Summary Financial Outlook

The table below provides the actual revenue and expenses for 2012/13, the forecast for 2013/14, and the budget and plans for the years 2014/15 to 2016/17 based on the noted budget assumptions.

Statement of Operations

$ millions	2012/13 Actual	2013/14 Budget	2013/14 Forecast	2014/15 Budget	2015/16 Plan	2016/17 Plan
Revenue						
Operating Contributions from the Province[1]	727.3	739.3	773.5	808.7	816.3	836.2
Cost Sharing Agreements with Health Authorities	13.3	13.0	13.8	14.2	14.4	14.7
Interest and Other Income	1.4	1.2	1.3	1.2	1.2	1.2
Amortization of Capital Grants	3.0	3.2	2.9	3.1	3.3	3.0
Total Revenue	745.0	756.7	791.5	827.2	835.2	855.1
Expenses						
Contracted Services						
Developmental Disabilities Program	680.0	688.2	717.7	749.3	756.0	773.2
Personalized Supports Initiative	9.9	9.6	13.9	18.7	19.7	22.5
Provincial Services	4.6	4.7	4.8	4.9	4.9	4.9
Regional Operations and Administration	47.2	50.8	51.9	50.9	50.9	50.9
Amortization of Tangible Capital Assets	3.3	3.4	3.2	3.4	3.7	3.6
Total Expenses	745.0	756.7	791.5	827.2	835.2	855.1
Annual Surplus/ (Deficit)	-	-	-	-	-	-
Accumulated Surplus	3.7	3.7	3.7	3.7	3.7	3.7
Total Debt	0.1	-	-	-	-	-
Capital Expenditures	3.3	3.5	3.5	3.6	3.5	3.6

Note 1 Operating Contributions from the Province exclude contributions restricted for capital purposes

5.1 Contributions from the Province

The Provincial Government provides contributions to CLBC through transfers under a Voted Appropriation within SDSI. Contributions received from the Province consist of amounts supporting operating expenditures and amounts restricted for funding capital expenditures. Some of the operating contributions received from the Province can be restricted for specific purposes as well and are deferred on receipt and brought into income as the related expenditures are incurred.

Operating contributions for 2014/15, at $808.7 million, reflect a $69.4 million increase compared to the $739.3

million originally budgeted for 2013/14 and a $35.2 million increase from the 2013/14 forecast of $773.5 million.

The following table presents the contributions from the Province and the related restrictions making up the Operating Contributions taken into income each year and reported on the Statement of Operations summarized above.

The $69.4 million increase in budgeted operating contributions is made up of an additional $10.0 million to continue addressing youth transition and employment initiatives as announced in Budget 2012, a $61.0 million increase to CLBC's base funding to address ongoing service demand, and an increase to budgeted restricted funding of $10.4 million. These increases are offset by a $12 million reduction in contingency funding.

In 2013/14, CLBC received one-time government transfers of $37.5 million in excess of budget to address caseload pressures but had access to an estimated $3.3 million less in restricted funding, accounting for the $34.2 million variance from the net Operating Contributions budget.

Contributions from The Province

$ millions	2012/13 Actuals	2013/14 Budget	2013/14 Forecast	2014/15 Budget	2015/16 Plan	2016/17 Plan
Voted Appropriation						
Base Funding	708.8	708.8	749.3	769.8	789.8	809.8
Youth Transition and Employment[1]	10.0	20.0	17.0	30.0	30.0	30.0
	718.8	728.8	766.3	799.8	819.8	839.8
Access to Contingencies	12.0	12.0	12.0	-	-	-
Total Government Transfers[2]	730.8	740.8	778.3	799.8	819.8	839.8
Restricted Contributions - Operating	(1.5)	0.5	(2.8)	8.9	-	-
Restricted Contributions - Capital	(2.0)	(2.0)	(2.0)	-	(3.5)	(3.6)
Operating Contributions	727.3	739.3	773.5	808.7	816.3	836.2

Note 1 The Province is providing this funding to SDSI who is working with CLBC and other Ministries to continue to implement youth transition, employment and other services in the sector

Note 2 The $37.5 million variance from the Government Transfers Budget in 2013/14 is being funded by SDSI

5.2 Cost Sharing Agreements

Cost sharing agreements with B.C. Health Authorities offset CLBC's costs associated with providing services to individuals with developmental disabilities who are also eligible for Health Authority funding.

5.3 Contracted Services

Supports provided to individuals and their families through contractual arrangements with service providers across the province represent ongoing financial commitments. When supports are introduced part way through a fiscal year the annualized cost in the following year is higher.

CLBC's regional management monitors budgetary commitments on a multi-year basis, taking into account the impact of the support commitments in both the current and following fiscal year.

Regional management monitors contracts on a continuous basis. Staff works with service providers to ensure that supports provided are appropriate to each person's disability-related needs and are delivered in the most cost-effective manner.

Any savings realised from these processes or through individuals being discharged from service, are re-invested to provide required support increases to the existing population served and provide new services to eligible individuals registering for service within the year.

5.4 Provincial Services

In addition to contracted services, CLBC also operates the Provincial Assessment Centre and oversees other small centralized programs.

5.5 Budget Assumptions

The number of eligible individuals who are registered with CLBC for services under the Developmental Disabilities program will increase by an estimated 4.9 per cent per cent in 2014/15, 4.6 per cent in 2015/16 and 4.3 per cent in 2016/17.

The Personalized Supports Initiative will continue to see steady caseload growth of 170 to 190 individuals per year.

No provision has been made for other inflationary impacts on either income or expenditures.

6. Capital Plan and Major Capital Projects

CLBC receives capital contributions from the Ministry of Social Development and Social Innovation which are deferred and amortized to income over the life of the related assets acquired.

In addition, government will fund CLBC's building and property requirements for projects which are approved by the Province.

CLBC will apply for such approvals when necessary in accordance with the process as determined by the Provincial Government.

7. Corporate Governance

7.1 Board of Directors

CLBC Board Chair - Denise Turner				
Directors				
Mark Duncan	Ernest Malone	Norah Flaherty	Darryl Harand	Diane Friedman
Elizabeth Hunt	John McCulloch	Arn van Iersel	Roberta Kjelson	Eileen Stewart

7.2 Board Roles

The primary role of the CLBC Board of Directors is to provide governance. Responsibilities include strategic planning; risk management; monitoring organizational and management capacity; internal controls; ethics and values; and communication.

7.3 Board Committees

7.3.1 Quality and Service

The Quality and Service Committee supports CLBC's community engagement, citizenship and inclusion mission and helps the Board fulfil its responsibilities to ensure the quality of, and equitable access to, funded services.

Chair: Norah Flaherty; **Members**: Darryl Harand; Arn van Iersel; John McCulloch; Diane Friedman; Ex officio: Denise Turner

7.3.2 Governance and Human Resources

The Governance and Human Resources Committee provides a focus on governance to help enhance CLBC's performance and assists the Board in fulfilling its obligations relating to human resources, including compensation, performance, succession planning and safety matters.

Chair: Roberta Kjelson; **Members**: Ernest Malone; Elizabeth Hunt; Mark Duncan; Eileen Stewart; Ex officio: Denise Turner

7.3.3 Finance and Audit

The Finance and Audit Committee assists the Board to fulfil its oversight of finance and audit matters, including reviewing financial information provided to government or made public, strategic financial plans, operating and capital budgets, external and internal audit activities, the system of internal controls, risk management and information, and investment management activities.

Chair: Arn van Iersel; **Members**: Ernest Malone; Mark Duncan; John McCulloch; Diane Friedman; Ex officio: Denise Turner

7.4 Board Governance

Board governance is consistent with government's mandate and policy direction and ensures compliance with financial and other applicable policies and legislation. The Chair is the key link to government and advises the Minister of Social Development and Social Innovation on issues that impact CLBC. The Board supervises the Chief Executive Officer (CEO) who is responsible for ensuring that appropriate policies, procedures and business practices are established and adopted.

Under the *Community Living Authority Act*, the Board may consist of up to 11 Directors with the skills, qualifications and experience necessary to govern effectively. The Board's *Director Position Description* clarifies Directors' duties and sets out how the Board expects Directors to conduct themselves in their work. In discharging his or her responsibilities, each Director shall:

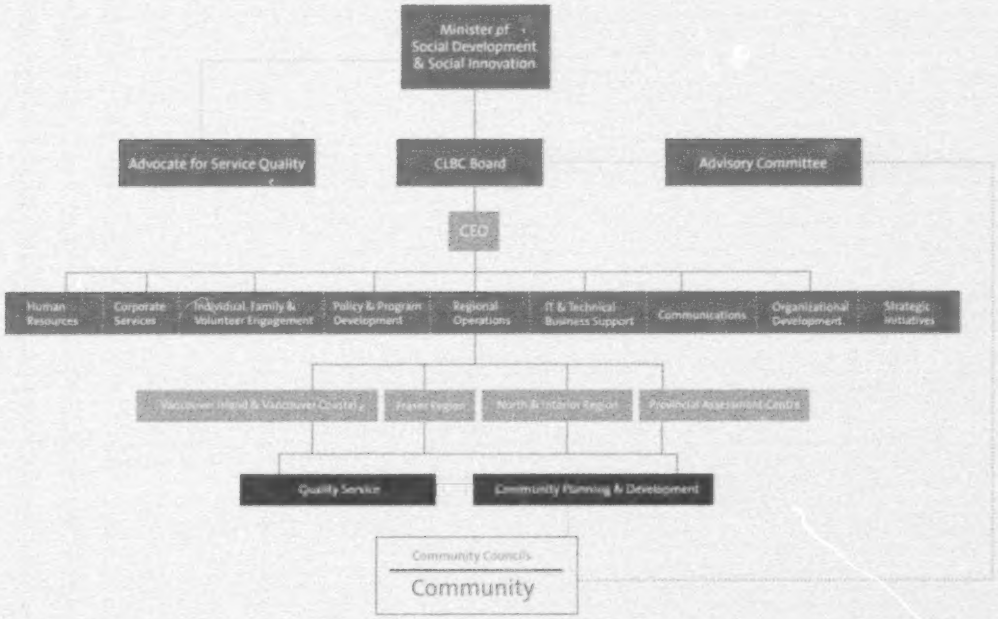
- Act honestly and in good faith with a view to the best interests of CLBC
- Exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances

CLBC's Board governance policies and practices are fully compliant with the *Best Practice Guidelines February 2005* issued by the Crown Agencies Resource Office. Disclosure statements which include terms of reference for the Board of Directors and its committees, the Board Chair and the CEO; Directors' biographies and attendance records; the number of Board and committee meetings held; and Board minutes can be found at www.communitylivingbc.ca/about/board-of-directors/.

In keeping with these standards, a Director is required to:

- Act in the best interests of CLBC and not in his or her self-interest or in the interest of a particular group or constituency
- Avoid potential, perceived or actual conflicts of interest that are incompatible with service as a Director, and disclose any personal interests that may conflict with the interests of CLBC
- Keep confidential any information about CLBC that has not been publicly disclosed, including Boardroom discussions
- Comply with applicable CLBC corporate policies, including the Board's Code of Conduct
- Comply with the *Community Living Authority Act*, regulations under the *Act*, and associated bylaws

7.5 CLBC Organizational Structure



7.6 CLBC Senior Management Team

Interim Chief Executive Officer - Doug Woollard		
Vice Presidents	**Directors, Regional Operations**	**Directors**
Carol Goozh - Policy and Program Development **Richard Hunter** - Corporate Services **Jack Styan** - Strategic Initiatives **Position vacant** - Organizational Development	**Jai Birdi** - Fraser Region **Ric Matthews** - Vancouver Island & Vancouver Coastal **Lynn Davies** - Interior and North	**David Hurford** - Communications **Stacey Lee** - Human Resources **Brian Salisbury** - Individual, Family and Volunteer Engagement **Ian Scott** (Acting) - IT and Technical Business Support

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